

TO: City Council

FROM: L. Kimball Payne, City Manager
Bonnie Svrcek, Deputy City Manager

SUBJECT: City Council and Staff Retreat Follow-up

DATE: October 21, 2003

City Council Retreat

As a result of the City Council retreat in late August 2003, staff has prepared the attached matrix of Action Items for your review. The items on this list are a compilation of items that Council either identified for the first time this past August or items that Council has previously identified and for which there has been no action, resolution or closure.

Associated with each Action Item is the status of the item or a recommendation. In most instances, a person has been assigned to be accountable for the Action Item. In some instances, staff needs more information from City Council and in other instances the task is either complete or not measurable so staff recommends deletion.

After reviewing and discussing this matrix with you at the work session, staff will revise and finalize the Action Items list and report to you on progress on a quarterly basis.

Staff Retreat

In mid-September, approximately 30 senior staff met together to begin to discuss how best to develop a plan to work towards City Council's vision for Lynchburg. Senior staff reviewed City Council's Action Item list and noted status, recommendation and accountability for each item. Discussions were held regarding what the next steps would be towards implementing the philosophy of "Results-Oriented Government".

As a result of the Senior Staff Retreat and a Key Leaders Forum (Department Directors and mid-level managers), we are embarking upon a process of attaching indicators and outcomes to eight focus areas that are important in achieving Council's vision of "A community environment second to none". These focus areas include:

- ◆ Safe Neighborhoods
- ◆ Economic Development

- ◆ Natural Environment
- ◆ Built Environment
- ◆ Stable Families
- ◆ Educated Community
- ◆ Arts and Culture
- ◆ Workforce Development and Process Improvement

Key leaders will be assigned to each of these areas and will conduct an assessment of the current environment, identify gaps, define community indicators of success, identify gaps, develop outcome strategies and performance measures.

Due to the success of the strategic planning effort in the Fire Department, Buddy Martinette will be coordinating this “Results-Oriented Government Action Plan” with Margaret Schmitt, Director of Human Resources and ourselves. This initiative is the logical next step in implementing the “Results-Oriented Government” philosophy developed in the late 1990’s.

We look forward to providing you with regular reports on this initiative.

Thank you.

Attachment

c: Buddy Martinette, Fire Chief
Margaret Schmitt, Director of Human Resources

City Council Action Items
(based on August 2003 Retreat)

Note: Italicized items are activities/initiatives that are completed or recommended for deletion or are tasks that are ongoing that should be deleted from this matrix..

Action Item	Status/Accountability/Recommendation
Stable, productive, inspired families	
<ul style="list-style-type: none"> Define risk factors for families; Increase protective factors to reduce risk factors for families 	Status: Partially complete; 2003 Lynchburg City Schools Youth Survey; Youth Risk and Protective Factors assessment in progress; staff to define protective factors for City Council consideration Accountability: Human Services (Trent)
<ul style="list-style-type: none"> Focus on prevention vs. intervention 	Status: Staff to define measures of how the City focuses on prevention vs. intervention Accountability: Human Services (Trent)
A superior education community	
<ul style="list-style-type: none"> Provide opportunities for open/honest/unrestricted discussion between the School Board and City Council; topics for discussion include: <ul style="list-style-type: none"> - Defining "superior education community" - Clarifying School Board/City Council roles and responsibilities - Increasing public school enrollment of the school-age population - Discuss the proposed traditional school with the School Board - Identify the top ten issues with the School Board - Discuss non-budget issues with the School Board 	Status: Staff will schedule bi-annual meetings with agendas defined by the School Board and City Council
<ul style="list-style-type: none"> <i>Ensure selection of the best possible School Board</i> 	<i>Recommendation: Process in place; not measurable; delete</i> <i>Accountability: City Council; City Clerk</i>
<ul style="list-style-type: none"> <i>Promote roles and responsibilities of families</i> 	<i>Recommendation: Delete; not measureable</i>
<ul style="list-style-type: none"> 	
<ul style="list-style-type: none"> Coordinate various efforts for maximum impact: greater collaboration on joint services (purchasing, human resources, fleet, financial services, etc.) 	Recommendation: Discuss with senior City staff and prioritize collaborative efforts Accountability: City Manager
Dynamic economic development center	
(Areas of emphasis: Downtown, Increased real estate value)	
<ul style="list-style-type: none"> Market the telecommunications capabilities in the City 	Status: Study underway with Region 2000 Accountability: Economic Development (Miller)
<ul style="list-style-type: none"> Explore ways for the City to be the focus of future job growth in the region (health care, technology, service, industry) 	Accountability: Economic Development (Miller)
<ul style="list-style-type: none"> Partner with Centra Health 	Additional information required from City Council

<ul style="list-style-type: none"> Continue discussions with Campbell County regarding a Joint Industrial Park at the airport 	Accountability: City Manager and Economic Development (Miller)
Dynamic economic development center (continued)	
(Areas of emphasis: Downtown, Increased real estate value)	
<ul style="list-style-type: none"> Continue to focus on business retention 	Status: Ongoing Accountability: Economic Development (Thrower)
<ul style="list-style-type: none"> Maintain and expand airline service 	Status: Ongoing Accountability: Airport (Courtney)
<ul style="list-style-type: none"> Small business loan program 	Additional information required from City Council
<ul style="list-style-type: none"> Encourage greater private activity (Downtown) 	Status: Ongoing Accountability: Economic Development (Miller) and Lynch's Landing (Proffitt), Community Planning and Development (Flynn)
<ul style="list-style-type: none"> Celebrate accomplishments (Downtown) 	Status: Ongoing Accountability: Lynch's Landing (Proffitt), Community Planning and Development (Flynn), Communications and Marketing (Martin)
<ul style="list-style-type: none"> Publicize incentives (Downtown) 	Status: Ongoing Accountability: Economic Development (Miller) and Community Planning and Development (Flynn)
<ul style="list-style-type: none"> Market Downtown to lenders and real estate agents using Chamber of Commerce packets (Downtown) 	Additional information required from City Council Accountability: Lynch's Landing (Proffitt), Economic Development (Miller) and Communications and Marketing (Martin)
<ul style="list-style-type: none"> Promote small businesses locating Downtown (Downtown) 	Accountability: Lynch's Landing (Proffitt) and Communications and Marketing (Martin)
A community environment second to none	
(Areas of emphasis: Public Safety, Infrastructure-adequacy of buildings, streets, bridge maintenance, repairs, capital improvements)	
<ul style="list-style-type: none"> Consider entire block redevelopment (zoning ordinance) 	Clarification of item needed by City Council
<ul style="list-style-type: none"> Encourage greater participation by the Commonwealth's Attorney in code enforcement activities 	Status: Completed
<ul style="list-style-type: none"> Improve housing appearance through zoning and code enforcement 	Status: Ongoing; from May-September 2003, 1,100 structures cited/540 in compliance Accountability: Community Planning and Development (Flynn)
<ul style="list-style-type: none"> Promote the homesteading program 	Status: Ongoing; Lynchburg Redevelopment and Housing Authority reviewing possibility of allowing investors and rentals into the program Accountability: LHRA (McCann)

▪ <i>Define the role of Keep Lynchburg Beautiful</i>	<i>Status: Completed</i>
▪ Enhance Timberlake Road plantings	Status: City Council direction needed; does Council want staff to proceed with plan development, include in FY 2005 as a budget item? Where? What are the standards? Accountability: Public Works (McNabb)
▪ <i>Staffing and retention: Fire and Police</i>	<i>Status: Ongoing</i> <i>Accountability: City Manager (Payne)</i>
A community environment second to none (continued)	
(Areas of emphasis: Public Safety, Infrastructure-adequacy of buildings, streets, bridge maintenance, repairs, capital improvements)	
▪ Recreation facilities	Status: Recent report given to City Council; more information needed from Council Accountability: Parks and Recreation (Frazier)
Responsive, effective local government	
(Areas of emphasis: Boards and Commissions, Fiscal Responsibility, Excellent core services, Fight unfunded mandates)	
▪ Provide annual reports to City Council using a standard format (Boards and Commissions)	Status: Staff needs more information from City Council (electronic format?) Accountability: Clerk of Council; Information Technology (Goetz); Communications and Marketing (Martin)
▪ <i>Create a Citizens Academy (Boards and Commissions)</i>	<i>Status: Complete; Academy underway Fall 2003</i>
▪ <i>Encourage volunteerism on Boards and Commissions (review selection boundaries, resident/non-resident requirements)</i>	<i>Status: Ongoing</i> <i>Accountability: Clerk of Council</i>
▪ <i>Send Planning Commission and Historic Preservation Commission minutes to City Council (Boards and Commissions)</i>	<i>Status: Ongoing</i> <i>Accountability: Community Planning and Development (Flynn)</i>

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